

Presentation to the BRAC Lessons Learned Conference

Dr. Mario Fiori
BRAC Consultant

Outline

- **Armchair Quarterback**
 - Before we were on list
 - After the announcement
- **Actions for the future**

“Do Not Be Complacent!”

Before we were on list

- Political Leadership doubted we could be on list
 - We successfully influenced BRAC Commission Membership.
 - Lacked understanding of CNO anti-submarine bent.
 - Did not meet BRAC analysis team leadership to discuss criteria.

Before we were on list (cont.)

- There was no coherent community support
- No major or continuing presence in Washington, DC until summer 04
- Did not have strong database to support our positions
- Did not challenge assumptions of the Navy BRAC analysis

After the Announcement

- Still in denial. We did not have an accepted action plan for “what if we were on the list.”
- Our initial research on BRAC was not rigorous
- Our excellent analysis team was not fulltime
- A united front had not been established
 - Not clear of total local command relationship, i.e. who runs what and where is data coming from

Recommendation

- Do not be complacent.
 - Expect future BRAC round
- Work for 2 submarines per year
 - Loss of technical submarine design is most acute issue
- Improve infrastructure at SUBASE
- Look for new missions and jointness
- Designate “Centers of Excellence”

Recommendations (cont.)

- Challenge assumptions of Navy theorists re: air and surface forces
- Consider steps to improve factors outside the gates
- Actively work Pentagon -Hire contractor to be CT's military eyes in DC
- Maintain Dialogue with retirees, Submarine League, etc.
- Maintain a "Progress Team"
- Develop, within next 4 months, a 5 year strategic plan to enhance military value of SUBASE